BRIEF SUMMARY: This bill specifies the procedure portion of the existing Faculty Handbook section on Department Chairs (Chapter 1, Section F9).

REVISING “DEPARTMENT CHAIRS” TO ESTABLISH A PROCEDURE SECTION

BE IT RESOLVED THAT: subject to the passage and approval of both this bill and its companion bill establishing a corresponding “policy” section, Chapter 1, Section F9 of the Faculty Handbook be amended by replacing the existing content with the following “procedure” section (with the companion “policy” to follow it in the Handbook):

Department Chairs: Procedure Section

FUNCTIONS OF THE CHAIRPERSON

As stated in the Policy section, “the general responsibilities of the department chairperson are grouped under the following major categories: Administrative Functions, Faculty-Personnel Functions, Liaison Functions, Student-Related Functions, Leadership Functions, and Operational Functions”. While these categories provide a basis for grouping functions, many are interrelated. They are presented, however, as a guide to chairpersons in providing academic leadership and to departments as colleagues participate in the assessment of department chairpersons.

Administrative Functions

The chairperson is the chief departmental administrative officer and the primary representative of the academic discipline. Among the specific administrative tasks for which the chairperson assumes responsibility and accountability are

1. Communicating department goals and needs to the dean and, when appropriate, to the Provost;
2. Communicating and interpreting college and University decisions to the faculty;
3. Maintaining open lines of communication among specializations within the department and encouraging appropriate balance;
4. Encouraging the development and improvement of the departmental curriculum and seeing that the proper curriculum materials are submitted;
5. Ensuring the preparation of catalog information and schedules of class offerings in accordance with established procedures;
6. Supervising the departmental budget, support staff, record keeping, and the requisition of supplies, equipment, materials, and other instructional needs;
7. Scheduling regular departmental meetings and distributing minutes to appropriate individuals;
8. Serving as the chief spokesperson for departmental curriculum proposals and ensuring that
requirements are consistent with University policies;
9. Assigning and evaluating support and clerical personnel in the department;
10. Developing and following procedures to assign faculty to classes, laboratories, studios, and other
responsibilities;
11. Reporting undesirable or potentially hazardous conditions with respect to the physical plant;
12. Providing appropriate information and reports as requested by the dean and other administrative
offices;
13. Facilitating and encouraging grants and contracts from extramural sources;
14. Coordinating and supervising the development of departmental five-year plans, accreditation and
departmental evaluations, and other reviews; and
15. Administering the departmental budget within established guidelines.

Faculty-Personnel Functions
Among the most important responsibilities of the chairperson are those relating to the faculty. The success
of the department is frequently dependent upon the abilities of the chairperson in this regard. Among the
specific tasks for which the chairperson assumes responsibility and accountability are:
1. Exercising leadership in recruiting and retaining capable faculty;
2. Evaluating faculty performance and the development of procedures for assessing faculty
accomplishment;
3. Exercising independent judgments and making recommendations relative to faculty employment,
continuation, promotion, tenure, termination, salary adjustments, and leaves of absence;
4. Encouraging improvement of faculty performance by fostering effective teaching and stimulating
research, scholarly performance, and creative activity;
5. Promoting faculty professional development and enrichment, and encouraging faculty in their
service to the University, the community, and professional organizations;
6. Maintaining faculty morale by preventing and resolving conflicts and by arranging for the
effective and equitable distribution of faculty responsibilities;
7. Orienting new faculty members to department, college, and University policies and procedures;
8. Serving as a role model in the performance of teaching, scholarly, and other faculty
responsibilities; and
9. Coordinating the departmental sabbatical leave review and recommending candidates to the dean
of the college.

Liaison Functions
The department chairperson has primary responsibility for representing the department and the discipline
to the college, the University, and the community at large. Among the specific areas for which the
chairperson assumes responsibilities and accountability are:
1. Maintaining liaison with other departments and support units;
2. Encouraging public relations activities and enhancing the departmental image and reputation on
and off campus;
3. Promoting interdepartmental and interdisciplinary cooperation in the development and
maintenance of academic programs; and
4. Cooperating with departments, colleges, and other units in the accomplishment of their tasks.

Student-Related Functions
The recruitment and retention of outstanding students is often dependent upon how wisely and effectively
the departmental chairperson responds to student needs. Among the specific areas for which the
chairperson is responsible and accountable are:
1. Coordinating the academic advisement process and monitoring the process to ensure that it is
responsive to changing student needs and aspirations;
2. Encouraging student clubs and organizations which foster achievement and professional
development;
3. Following procedures for resolving student complaints about faculty, courses, and programs;
4. Promoting the establishment of scholarships and fellowships for students in the department;
5. Informing students of special departmental registration procedures and enrollment criteria, etc.,
and administering those procedures when appropriate; and
6. Encouraging student participation and involvement in department activities.

Leadership Functions
The precise nature of leadership is difficult to define. There are different styles and techniques for
carrying out the responsibilities of the chairperson. There are, however, a number of qualities that are
important to the leadership of a department. Among them are:
1. Judging people fairly and thoughtfully;
2. Initiating and sustaining action toward defined goals and encouraging the initiative of others;
3. Demonstrating interpersonal relations that foster a professional working atmosphere;
4. Working with committees and promoting their effectiveness;
5. Engaging in consultation and participatory decision-making;
6. Being open to fair criticism; and
7. Demonstrating objectivity.

Operational Functions
The fulfillment of leadership responsibilities balances the specific tasks completed with the manner in
which the assignments are accomplished. In this respect, the chairperson assumes responsibilities for:
1. Involving departmental faculty in decisions on program development and operational procedures;
2. Recognizing the advice and judgment of the faculty in making curriculum, budget, and personnel
recommendations;
3. Providing guidance and leadership in formulating department academic and operational policies;
4. Consulting with the faculty in assigning teaching loads, instructional responsibilities, and
academic schedules;
5. Representing the department effectively and responsibly in college and University-wide meetings;
6. Consulting with the faculty in the preparation and administration of the budget;
7. Working with department members in formulating faculty personnel procedures and making employment-related recommendations; and
8. Reporting to faculty members and the dean recommendations made that differ from actions taken by faculty in the department.

THE REVIEW PROCEDURE FOR DEPARTMENT CHAIRPERSONS

There are commonly accepted procedures in place for the appointment of department chairpersons and the replacement of department chairpersons for due cause. The review process described in this document is viewed as a constructive process. Its primary focus is gaining insights from the various constituencies that relate to the department chairperson so constructive advice may be given and recommendations made to improve the overall effectiveness of the department chairperson in providing departmental leadership.

Procedures for the Review of Department Chairpersons

The specific purpose of the review process and the suggested guidelines provide a basis for the review of the department chairperson. Such factors as the size and complexity of the department and type of review may suggest variations in the approaches utilized. However, the intent of the following procedures should be maintained.

1. Colleagues in the department are encouraged to provide informal suggestions to the department chairperson on an ongoing basis. Departments may develop internal procedures to delineate additional items to be added to the "Review of Department Chairpersons" instrument.
2. At the initiation of the review cycle, the dean shall meet with the department for the purposes of discussing the process, reporting format, and procedures to ensure appropriate anonymity and follow-up; reviewing the procedures; agreeing upon a timetable; and determining whether additional items should be added to the instrument. Where the source of an instrument cannot be identified, the responses will not be discarded.
3. The Dean shall make an online review instrument available to members of the department. Faculty members shall have one week to complete and submit the review instrument. All faculty are encouraged to participate unless there is an identified conflict of interest. The dean will have an opportunity to schedule individual meetings with faculty members for purposes of follow-up, clarification, and additional input.
4. Concurrent with the solicitation of faculty input, the dean will collect information through the review instrument or through other appropriate means, from other chairpersons and individuals outside the department associated with the department chairperson.
5. Within a month after all information has been collected, the dean will summarize the input and draft a letter to the department chairperson. Among other matters, the document will present responses received from those solicited.
6. Following submission of a proposed summary report to the department chairperson, the dean will meet with the individual to discuss the report. The department chairperson will have an opportunity to respond to all parts of the recommendation.
7. After due deliberation, the dean will submit a document to the department for review and
response. The document will include a tabulation of the items on the instrument, a summary of written comments, and specific recommendations.

8. Approximately two weeks after the document has been shared with the department, the dean will meet with members of the department for additional discussion. A summary of this meeting will be appended by the dean to the final recommendation submitted to the Provost.

9. The dean will submit the final summary recommendations, along with all support data, to the Provost. The summary and recommendations will also be shared with the chairperson involved and will be made available to members of the department.

10. Upon receipt of the recommendation, the Provost will schedule a meeting with the dean and department chairperson for the purposes of discussion and determination of appropriate action.

11. The Provost will discuss the recommendation with the President for final disposition.

12. The Provost will properly inform the dean, department chairperson, and members of the department of the recommendation.

13. Upon continuation, the department chairperson and the dean will mutually agree upon a chairperson Development Plan which shall be filed with the Provost.

THE SELECTION PROCEDURE FOR CHAIRPERSONS

Upon search approval and establishment of a search committee, the department shall follow the following steps, as applicable.

1. The search committee is responsible, within the standard hiring procedures established by the University’s Office of Human Resources, for establishing its own procedures for reviewing candidacies. Finalists are interviewed by the search committee, the college dean, and the Provost. Candidates may meet with departmental faculty individually and/or as a group, and others as designated by the search committee. The search committee will meet with the department to discuss the candidates. To be hired above Assistant Professor the individual must meet the departmental criteria for that rank, as judged by the Departmental Tenure and Promotion Advisory Committee, which will make that determination of all the finalists before an invitation to campus is extended. Only after this has been done may that person be offered a contract and will automatically be granted tenure upon appointment. After completing its search, the search committee will approve and provide the college dean with a memo, with copies to each member of the search committee, that outlines each candidate’s potential for further consideration in the search process. The memo should include a summary of each candidate’s strengths and challenges relative to the position and his/her potential for consideration. The “potential for further consideration” could be phrased using such terms as “Strongly Consider”, “Consider”, “Undecided”, “Hesitant to Consider”, “Do Not Consider”.

2. After reviewing the search committee's recommendations, the college dean makes no fewer than two recommendations to the Provost who, in turn, makes a final recommendation to the President.

3. In the event that none of the recommended candidates accepts the appointment, the search is considered a failed search and closed. A new search must be opened to fill the vacancy and the process begins anew.
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